WELFARE WORK IN INDUSTRY

BY

MIRIAM REBECCA FASOLD

THESIS

FOR THE

DEGREE OF BACHELOR OF ARTS

IN

ECONOMICS

COLLEGE OF LIBERAL ARTS AND SCIENCES

UNIVERSITY OF ILLINOIS

1916

1916
F26
17 Oct 16 CRAIG

UNIVERSITY OF ILLINOIS

May 31 1916

THIS IS TO CERTIFY THAT THE THESIS PREPARED UNDER MY SUPERVISION BY

Miriam Rebecca Fassold

ENTITLED Welfare Work in Industry

IS APPROVED BY ME AS FULFILLING THIS PART OF THE REQUIREMENTS FOR THE

DEGREE OF Bachelor of Arts

Maurice H. Robinson
Instructor in Charge

APPROVED: David Kinley

HEAD OF DEPARTMENT OF Economics

343147

UIUC

WELFARE WORK IN INDUSTRY

CONTENTS.

page

I. THEORY OF WELFARE WORK 1

II. TYPES OF WELFARE WORK 18

III. MANAGEMENT OF WELFARE WORK 22

IV. ILLUSTRATIONS OF WELFARE WORK 24

BIBLIOGRAPHY 33

WELFARE WORK IN INDUSTRY.

Contents.

I. Theory of Welfare Work

1. Economic basis
2. Attitude of employers
3. Attitude of employes
4. Interest of the public in Welfare Work

II. Types of Welfare Work

1. Exclusion of certain activities commonly included in Welfare Work
2. Activities limited to those improving the physical, intellectual and social status of the workers
   a. improvement of working conditions
   b. lunch rooms
   c. clubrooms and other recreational undertakings
   d. hospitals and activities to promote the health of the employes
   e. educational activities

III. Management of Welfare Work

1. New profession of social secretary

IV. Illustrations

1. England
   a. Port Sunlight
2. France
   a. Store of Bon Marche

3. Germany

    a. Krupp Steel Company

4. United States

    a. an example from the clothing trade

    b. Welfare work in the telephone industry

    c. International Harvester Company

    d. United States Steel Corporation

Digitized by the Internet Archive
in 2013

http://archive.org/details/welfareworkinind00faso

WELFARE WORK IN INDUSTRY.

I. Theory of Welfare Work.

One of the projects in connection with big business and large scale production that is receiving much discussion at the present time is "Employer's Welfare Work". In so far as welfare work is carried on by employers as a necessary part of their business, paid for out of funds invested in the industry, upon which it is necessary to earn a profit, it is an economic problem; but in so far as it concerns the industrial army of society, it is a sociological problem. However, sociologists are generally agreed that while in theory welfare work is part sociological, yet in application it must be economic. The very fact that it is conducted for a particular class of folks in a particular establishment, makes it impossible for sociologists to deal with it. Their efforts are confined to society as a whole and in no case are they concerned with any particular class. In welfare work the activity of the sociologist is limited to the giving of moral support and sympathy to all such undertakings, and to exhorting employers to try the experiment. Therefore, it lies with the economist to justify or discredit this particular phase of social advancement.

In conducting his business the employer needs capital and labor. The proportion of labor to capital that he will use is determined by well known economic laws. In former days when business was conducted on a much smaller scale, when all the work was done in one establishment of from twenty-five to one hundred men, the relationship between labor and capital was quite intimate. The men were in close association with the employer.

They saw him every day, talked with him, discussed improvements with him, and had perhaps as much interest in the business as he. Now all this is changed. Far-sighted men have seen the advantages and economies to be gained by concentrating industry in a few big establishments. Plants have been brought together under one management until we now have many small plants united physically and financially into one complete organization in which a few men may operate all as if they were one. This system has ushered in a new industrial and social order -- an order in which natural laws need to be redefined, survival of the fittest loses its effectiveness and co-operation and consolidation take its place.

Necessarily in this new order the relations between the employes and the employers have been radically changed. Men have been placed together in large establishments, so that now instead of having from twenty-five to one hundred men working together, there are several thousand. Instead of knowing the "boss" intimately as was the case before, they are now under the control of men they never saw before, probably never will see, and who more than likely know nothing of the men or the places in which they work. The interests of the men, too. have changed. Problems of management now become largely financial, and operation is subordinated to financial management. These financial problems the men cannot understand. It is outside their experience. In operation the differentiated processes become automatic, and the men never get away from the particular process in which they are employed. The whole business is thus separate from them. The "boss" becomes some far-away fiction attributed with all sorts of imagined characteristics, and seemingly beyond the reach of all. Then if the managers and superintendents

who are in direct control are not sympathetic with the interests of the laborers, real troubles are added to imaginary ones and soon there is open rebellion.

Needless to say there is great need for some kind of harmony and adjustment between the men and the employer. The economic and social loss due to this friction is enormous and should be eliminated through the process of industrial and social evolution. Both the employers and the employes are coming to realize the need of this adjustment. They see that these huge combinations should be managed by able, fair-minded men who, though naturally engaged in utilizing the money entrusted to their care by stockholders in the most profitable manner, are at the same time conscious of their social obligations to their employes, their customers, the community in which they operate and to the people at large, and in addition possess the imagination and foresight to realize that such broadminded conception of duty and obligation will in many ways help and in no way hinder the accomplishment of their legitimate business purpose.

Employer's welfare work is an attempt on the part of employers to make this needed adjustment, and to restore harmony and co-operation within the industry. Such terms as "Industrial Betterment", "well-faring", "Betterment work", etc. are often applied to the same activities covered by welfare work. However, the latter term seems to be the one most inclusive, and the one more nearly like the German word "wohlfahrtseinrichtungen" which was originally used to connote tense activities. "Employer's welfare work" is the term officially adopted by the Welfare Department of the National Civic Federation, and is the term most generally used.

Numerous definitions of this work have also been given. The most simple is that given by the National Civic Federation, namely, "Welfare work is the improving of working and living conditions of employes by employers".[1] However, a more scientific definition is that given by Mr. Price. Employers welfare work "is all the devices, appliances, activities, and institutions, voluntarily created and maintained by employers for the purpose of improving the economic, physical, intellectual, or social conditions of the workers in their industrial establishments".[2]

This definition excludes some things which might otherwise be included in welfare work. Any activity must be voluntary on the part of the employer. Any legal requirement is not welfare work, it is merely meeting the conditions necessary to carry on the business. Any activity maintained, supported or carried on wholly or in part by the employes is not welfare work. Such activities must be supported by the employer alone. Again, this definition excludes all those activities except those conducted exclusively for the workers. Improvements necessary to the industry, but which incidentally benefit workers are not welfare work; however, improvements benefiting workers and intended to benefit them, but which incidentally increase or improve production may be considered welfare work. This definition also limits welfare work to those activities instituted by employers for the benefit of the men in their own establishments. Work done by employers for other establishments or the public at large is social, not employers welfare work. Thus we may say that this definition of welfare work ex-

---

1. National Civic Federation, Woman's Dept., Welfare Bulletin
2. Price, G. M., Modern Factory, page 289.

cludes all those activities in which the interest of the employer is as great or greater than the interest of the employes; all those activities in which the employer himself does not actually make expenditures; all those activities which he is compelled by law or contract to carry out; and finally, all those contributions to, or interests in, general public betterment commonly known as social welfare work.

Having considered the nature of welfare work, we may now ask ourselves what is its purpose? From the point of view of society in general we may say its purpose is "to build up a community of interest in work and life in such a way as to unite workmen and managers in an effort to prevent misery, and to make the work itself a means of inner satisfaction, and the relation one of common striving for the same end of mutual helpfulness, and of material and ideal progress. The purpose must, therefore be social and not merely private and selfish -- civil and not merely personal."[1]

The economic purpose is somewhat different. Mr. Collins says "its primary object is to get better service through contentment and health of employes. But the secondary object, and very often a most important one, is that of getting acquainted with them".[2] The keynote of the economic purpose is efficiency. It is not charity or philanthropy but greater business success. It is as much a result of industrial evolution as is large scale production, economies in management and in operation, corporate financeering and the other factors making for efficiency in industry.

---

1. Henderson, C. R., Citizens in Industry, page 19
2. Collins, J. H., The Art of Handling Men, page 19

It has displaced carelessness, incompetence, accidents, loss due to injury to labor and materials; facilitates management and control, and pays in greater profits. Energy is conserved and the labor force is made more stable. It is but one phase of scientific management in industry. Mrs. Gilbreth[1] says under scientific management then should be no specific department of welfare work. It should be so incorporated in the industry so as not to be distinguished from the other phases of the business. Certain forms of welfare work such as proper lighting, ventilation, chairs for workers, rest periods, et cetera. might well be incorporated in the business without there being any special department for them; but it is difficult to see how other forms, such as lunch rooms, play grounds, club rooms, et cetera could be incorporated into the general business without there being a special department for it. What Mrs. Gilbreth means is that if the principles of scientific management were introduced into the business, labor and capital in all departments would work together so smoothly and effectively that there would be no need for extensive welfare work, and therefore no need for a separate welfare department. However, employers have found lunch rooms, clubhouses, playgrounds, etc. so helpful that they have continued to maintain them in the industry. As long as this is done a separate department will be necessary. However, since the social secretaries, employees, physicians and nurses benefit the employers by returning to him larger profits, as much as the employes, they should go on the regular pay roll as part of the efficiency equipment. The workers must understand that there is absolutely no feeling of charity or gift in having them on the

1. Gilbreth, Mrs. L. L., Psychology of Management, pp. 311-332

force. They merely add to the perfection of the whole scheme.

Thus we see the basis for welfare work is economic. Indeed, the very first essentials to the welfare of the employes are a steady job, an equitable wage, and reasonable hours of labor. In no sense is it philanthropic. It must pay its own way. "We do not want to see our co-operative societies, housing systems or land settlements turned into profit earning organizations, but they must be self supporting. Groups of this kind can justify their existence only by subsisting independently of outside help, otherwise they are hardly worth preserving".[1]

Welfare work is still in the experimental stage, Its future depends upon its economic success. One manufacturer[2] says concerning the future of welfare work: "My intentions for the future are quite precise. I feel that the proposition is: either the scheme pays the stockholders, or it does not. If it does, and my successors are convinced that it does, then it will be continued on the same lines as at present; if, however, invested as they will be with authority and responsibility, and enjoying full knowledge of conditions, they find that the scheme does not pay it will disappear". Employers generally are convinced that there is a place in the evolution of production where work of this sort pays good returns to the stockholders as well as to the employes. In modern business there is little room for sentiment and any scheme that doesn't pay is soon discarded. However, even those employers who have tried the experiment and failed believe in the theory of it, but distrust their application. It is true that the ordinary employer demands a cash equivalent for every dollar

1. George, W. L., Labor and Housing at Port Sunlight, page 5
2. Ibid, page 203

paid out, yet he realizes that investments in manhood pays, that improved men for improved machines have economic value, because "a more vigorous man can do more work, a more intelligent man will do more intelligent work, and a more conscientious man will do more conscientious work".[1] Employers see the folly of the attitude taken by the manufacturer who said, "I want machines so simple in their operation that any fool can run them: The fool machines may be run by the fool workman, but the (fool) employer will have the monopoly of the folly of such an industrial policy. Improved machines demand improved men to run them".[2]

We have seen that employers introduce welfare work for the purpose of increasing the efficiency of their establishments. Are there any other motives which operate in the establishment of these activities? Is the large increase of this sort of work due to moral awakening, to the increase of the philanthropic spirit among employers, or is it due to the fear of a social upheaval, to the dread of organized labor or the terrors of a social revolution? Are the motives inspired by philanthropy, selfishness, efficiency, or a recognition of the principles of industrial justice?

The earliest examples of welfare work were simply expressions of the feeling of responsibility and kindness of the employer toward the people under his control. They were extensions of friendly relations between master and man in the small shop. Such improvements as were conducted under these conditions were due primarily to the philanthropic motive, and grew out of the intimate relations between employer and employes. However, with the growth of the corporation, combination and trust, in which case the em-

1. Tolman, W. H., Social Engineering, page 2
2. Tolman, W. H., Social Engineering, page 2

ployers hardly ever see their factories and employes, this motive diminished. The conscience is lax in regard to evils it does not encounter directly. A dairy man would not wilfully defraud his neighbors and friends, yet he will water the milk which he sends to the city to consumers he has never seen. The employer of twenty-five men would not tolerate improper and injurious working conditions for his men, but when he becomes head of several thousand employes he forgets the conditions under which they are compelled to work.

With the decline of the philanthropic motive, other motives appear. There can be no doubt but that the motive of fear is present to some extent. The spread of labor unionism, the rise and growth of radical and socialistic political parties, the awakening of a class consciousness among the working people, the bitter labor wars, strikes and lockouts, undoubtedly operate strongly for the introduction by large and powerful corporations of certain forms of industrial welfare work.

Still other employers, perhaps more altruistic than most, are influenced by the motive of industrial justice. They feel that the present wage system is unjust and that they owe their operatives something more than wages. They feel that the employes have done the labor share in the production of wealth and that recognition of some kind is due them for that. The employers feel it to be their duty to do everything within their power to make some return more than wages to the workers and to improve their condition. They feel like the Cleveland retail merchant who said, "I am the owner of one-half the working time of a number of men and women. Every individual has the right to expect each day some development

in his character. As the proprietor of the time of my employes, I am in a degree responsible for this development. Each one must be given the opportunity to go home at night with ideals a little higher than when he came to me in the morning. The work which I give him to do, the spare moments which he spends in my factory, and my relations with him must furnish the inspiration".[1]

However, as we have seen, increased efficiency in the industry is the motive which operates most strongly. While we have some few altruistic employers who introduce welfare work from a sense of industrial justice yet they are a small minority of the employing class. We should not expect to find an altruistic class of employers except in an altruistic society and needless to say we have not yet reached that ideal. Likewise, there are a few employers who hope to defeat and degrade labor by introducing welfare work, but we should expect to find a few of these selfish, narrow-minded creatures in any class in any society, at least until the millennium is ushered in. However, to the majority of employers welfare work means nothing in the world but strengthening the working organization, removing friction and improving efficiency. Improvements voluntarily made for the workers more than pay for themselves through the elimination of waste and increased out-put. The International Harvester Company holds its welfare board responsible "not for sentimental results or for actions outside the scope of pure business, but for results inside the scope of business which will make the company a leader among industrial consolidations".[2]

---

1. Cleveland Chamber of Commerce, Report on Welfare Work, p. 3
2. Price, G. M., The Modern Factory, p. 290

Above all for the success of welfare work the business must be financially successful. Any industrial enterprise must be conducted so as to earn enough to insure proper working conditions, steady employment, pay fair wages, and then return a reasonable profit to those who have invested their money. Profits must be made. Excellent working conditions, high wages, good houses avail nothing if the company becomes bankrupt. All its altruistic endeavors come to nought and others are discouraged from making similar attempts. The first need of the laborer is employment, and the permanency of his job depends upon the financial success of the business.

Having considered the attitude of employers toward welfare work we may now ask what is the attitude of labor towards welfare work? We will have to take the attitude of organized labor as representing the attitude of all labor. Unorganized labor not having any means by which to express its attitude has made no reference to it. Organized labor is suspicious and in some cases even hostile to welfare work. The men fear the employer, they fear this new scheme is merely a trick by which he will secure advantage over them. After much fighting the workers have secured political and legal rights with the employer and they are very jealous of these rights. They prefer to have their relations with the employers defined in terms of a contract enforcible by law. The unions declare that welfare work is done by the employer to keep the men from organizing, and thus prevent united action in securing favorable conditions as to wages and hours. The force of this argument is strengthened by the fact that it is more or less true. Many employers publically state this to be their purpose, and even go so

far as to dismiss those men in their employ who attempt to organize.

Another objection raised by organized labor that welfare work is degrading and tends to enslave the people. Union men say give them reasonable hours and fair wages and they will take care of their own welfare work. This is more of a supposed danger than a real one. It is hard to see how good light, ventilation, rest rooms, lunchrooms, etc. are going to enslave the working people any more than long hours, no rest periods, poor light and ventilation have enslaved them in the past.

As to the objection that welfare work lowers wages there is not sufficient proof to justify it. Welfare work is applicable only in such industries in which a relatively high wage is paid. This is what we would expect. If the industry is of such a motive that low wages predominate its efficiency is probably low and welfare work would not be introduced. But on the other hand we would expect welfare work to be introduced into the industry at that stage in which the industry has been developed directly to a high degree of efficiency, and where with further development the law of diminishing returns begins to operate. This presupposes a relatively high standard of wages. We should also expect wages to increase under welfare work. Improved working conditions permit the worker to increase his output with the same amount of effort. Increased output means increased wages. Wages may not increase as rapidly as profits to the employer, but there is no doubt that if any change occurs it must be upward instead of downward. The facts bear out their assumption. Mr. Henderson who has looked into the matter says, "It does not seem to be generally

true that the rate of wages is lower with firms which furnish extra advantages; generally higher wages go with each additional comfort and privilege".[1]

Nevertheless organized labor in general is hostile. Mr. Gompers expresses this attitude in an editorial in the American Federationist on welfare work. He says "welfare work has always been regarded by the workers either with indifference or suspicion as it was supposed to be concerned with the welfare of the employer only. This suspicion has been repeatedly confirmed by declaration of the employers who have engaged in welfare work on the largest sclae, that it is good business policy and results in better labor force. This opinion has been strengthened by the conviction that welfare work was to serve only a business interest in binding the workers to the management by ties of obligation and dependence.

On the other hand some of the most active promoters of welfare work have been philanthropic societies. This relationship has enveloped the movement with an atmosphere of charity and patronage that is most repugnant to virile self-reliant workers.[2] Concerning the wide range of activities covered by welfare work Mr. Gompers says, "It seems to be the prevailing conception that what-so-ever is termed welfare work results in greater virtue in the eyes of the public or in larger returns through its consumption of the product that even the least convenience has been termed welfare work. For instance, in the enumeration of its welfare activities the International Harvester Company seriously and

---

1. Henderson, C. R., Citizens in Industry, page 27
2. American Federationist, Vol. 20, page 1042

complacently affirmed 'The drinking water is everywhere pure'. This astounding good deed of the International Harvester Company perhaps merits public commendation and notice. Perhaps it really is a matter of great self restraint and inhibition of vicious impulses on the part of the management to refrain from furnishing water polluted with disease germs and dirt. Or perhaps there was intended a comparison between this establishment and the cotton mills of Lowell Massachusetts where impure river water was sold at five cents a drink. Truly furnishing pure water does indicate a higher stage or moral development. But it must be remembered there is development even in moral standards. What in medieval times was a praise-worthy achievement in morality, today is considered a matter of common-place duty, necessary of fulfillment if one would live on terms of peace with ones conscience - - -

"It should be clearly understood that an employer who employs numbers of workers in his establishment places them under an organization where they individually have no control over environment and are unable to furnish for themselves even the most necessary things, such as, water, toilet provision, and things of like nature. Any person who is in any degree responsible for the physical welfare of human beings cannot with good conscience disregard this obligation. If he has intelligent imagination and fore-sight he will refuse to poison the bodies and lungs of his workers, or permit them to render their product unfit for use or consumption. He will do these things to satisfy his own sense of decency and justice, anything less would do violence to his conscience and cause him discomfort. Such deeds are not favors, but only a decent respect for humanity.

"The spurious kind of welfare work intended only to rob the workers of independence of action and of just compensation has met with deserved discredit and disrepute. Justice not charity, however disguised, is the right of all the workers. Let welfare work become what it should -- conscience work".[1]

This is the attitude of one of the chief leaders of organized labor. Still even here we find some men more sympathetic and far seeing who are coming to the side of welfare work. Mr. Sullivan of the typographical union is one of these. He is at least willing to see the experiment tried and is able to believe in the good intentions of the employer until enough evidence is produced to discredit the belief.[2]

We may now ask what interest has the general public in welfare work? Has it any interest other than that which it has in any altruistic experiment? It seems to me that the public has more than ordinary interest. Since it is an economic question, one concerned with the cost of the production of goods, the public as consumers of the goods has a particular interest in it. In industry welfare work is conducted in two kinds of establishments, those operating under competition and those operating under the law of monopoly. Since in monopolistic enterprises the employer sets the price of the product in accordance with the law of monopoly price, the introduction of welfare work will not affect it. He has already set the price at that point which will yield him the largest returns. If he changes the price either upward or downward his profits decrease, so if under these circumstances welfare work is introduced the employer must bear the expense of

1. American Federationist, vol. 20, page 1043
2. National Civic Federation, Welfare Dept. Bulletin, Welfare Work and Trade Unionism.

introducing it. However, in competitive industries the case is somewhat different. If one employer introduces it and it gives him an advantage over his competitors they must bear the burden of it, and the results go to the consumers in lower prices. If, however, all competitors introduce it and it lessens the cost of production then all the results go to consumers in lower prices. If, however, it increases the cost of production, and for humanitarian reasons is continued under these circumstances then the public must bear the burden in higher prices.

The public is interested in welfare work in a social sense as well as in an economic one. Employers welfare work is an experiment in social uplift and social welfare, and it furnishes the methods, plans and examples for society to follow in conducting experiments in larger social fields. It is a measure by which legal standards may be set as well as being of educational value for general improvement and enlightenment.

Finally we may ask, is there a closer relationship between welfare work and large scale production than between welfare work and industry in general? Up to the present time it has been introduced only in the larger establishments. Why is this? It is not always a question of ability because there are some things which the small employer can do as effectively as a large employer. There seems to be another reason why it is the large employers who are attempting welfare work. In building up an industry the employer puts his capital where it will yield him the largest returns. In the beginning and in small industries capital is more productive in direct production than in welfare work; but in larger industries capital in direct production becomes subject to the law of dimin-

ishing returns and then capital becomes more productive in indirect production such as welfare work -- that is capital invested in welfare work makes labor more productive. While larger profits do result from welfare work, yet they are not immediate. They come after several years' time perhaps. The small employer or the man just entering an industry cannot wait for these profits in the future. His business is unstable, his market is uncertain and the end may come any day. This is not true with older and larger establishments. Their business is more stable, their markets are wider and therefore more varied so they can afford to wait for profits in the future.

II. Types of Welfare Work.

What are some of the things employers are doing under the name of Welfare Work? There is a wide difference of opinion as to just what should be included under welfare work. Undoubtedly there is much now being done under this term which does not belong there and which eventually will be undertaken by the state or local governments, or by the public at large through private channels. Mr. Price[1] divides welfare work into two kinds of activities; first, those improving the economic conditions of the workers, and second, those improving the physical, intellectual and social status of the workers. Under the first head he includes minimum wage and profit sharing systems, bonus and premium systems, company stores, old age pensions, insurance, sickness and death benefits and other schemes of like nature. In the second class he includes model working conditions, lunch rooms, pure food, recreation centers, health conditions, educational schemes and other plans for general improvement.

To my mind those activities included under the first class do not belong to welfare work. They are not consistent with our definition of welfare work. Some such as profit-sharing, minimum wage, insurance, represent separate systems of industrial adjustment in a field different from that covered by welfare work, and should be considered under their respective headings.

Clearly welfare work should be limited to those activities

1. Price, G. M., Modern Factory, page 295-96

included under the second class. It is doubtful whether all these activities should be included. As the field is developed and welfare work is more and more put on a scientific basis those activities which do not belong to it will be eliminated and put under their proper headings.

Generally the first things done in this line by employers are in connection with the improvement of the working conditions of the employes. Special considerations are being given to lighting and ventilation. In many establishments light is received from above as well as from the sides. The walls are almost entirely windows while an abundance of good artificial light is furnished for late afternoon and evening work. Besides window ventilation artificial ventilating systems are installed and it is aimed to change the air every seven minutes.

Modern washing facilities have been installed by employers interested in Welfare Work. Modern enameled fixtures have replaced old unsanitary places. Some manufacturers have even gone so far as to install shower baths, and have found these to be valuable in the forming of habits of cleanliness on the part of the employes. Locker rooms have been opened, and lockers installed for both men and women.

Lunch rooms for employes are now quite the common occurrence. Frequently the firm provides simply a room with tables and chairs where the employes may eat the lunch which they bring from home. Sometimes a gas stove is furnished so that tea or coffee may be made or food warmed. Sometimes the employers furnish this hot drink free or for a nominal charge. Again, some employers provide a full meal at the noon hour, usually giving the space and necessary ser-

vice, and charging employers simply the cost of materials. Still another method used by some employers is that by which the firm supplies room, utensils, and service and the employes assume the responsibility of furnishing the meals.

In connection with their welfare programs employers are doing much in the way of recreation. Club houses, music halls, lecture bureaus, special provisions for athletics, outings, vacations, are some of the things employers are doing in this line of work. Many have large comprehensive programs including dances, lectures, concerts, receptions and entertainments of all sorts. Special provision is made for any spare time the employes may have during work hours. Rest and recreation rooms are opened in the factories which are furnished with couches, chairs, tables, reading matter, games, pianos and everything to make them restful and comfortable. Some employers have gone so far as to open roofgardens. In some restrooms branch libraries of the public library have been opened.

Under welfare work employers are doing much to conserve the health of their employes. Allowing pauses for rest during work hours has greatly lessened fatigue and strain. In these rest periods often some form of calesthenic practice is given, or else the employes are sent to the rest rooms. Work is being varied so as to relieve the monotony. Emergency rooms, hospitals, factory physicians and nurses are now provided for by a large number of establishments. Some employers provide visiting nurses who visit their employes in their homes and give advice and aid in regard to improving general health conditions.

Education, also, has a place on welfare programs and educational schemes of various sorts are being tried. Libraries have

been opened by the employers. Apprenticeship schools, continuation schools, shop schools, corporation schools are being carried on with more or less success. However, much of what is now being done in this line will later be taken over by the public at large. Education is a function belonging to the public so that that which is now being done by employers will be discontinued and education by employers will be limited to education in specialized lines in their own particular industries.

Welfare work also finds expression in the greater interest employers are showing in the beautifying of their surroundings. They are appealing to the artistic sense of their employees and attempts are being made to have factory grounds in keeping with the improved interior of the factory. Indeed many factory grounds have been turned into beautiful gardens which are a credit to the firm and to the community in which the factory is located.

III. Management of Welfare Work.

Wherever welfare work is undertaken on a large scale employers have put it in charge of a special superintendent or secretary. This has given rise to a new profession, that of "social secretary". The social secretary has charge of all activities undertaken in the name of welfare work, whether they be carried on in the shop, the office, or the outside life of the employes, besides in most cases having charge of the general charities of the employer. Since there is as yet no science of welfare work, and since it is still in the experimental stage no spceial course of training has been planned for the social secretary. However, tact and common sense are indispensable to a welfare secretary as the position of mediator between employer and employes is a very difficult one. The next necessary characteristic is that the welfare secretary should know and understand folks. He must be in touch with people. Many who have gone into this work have been school teachers or united charity workers where they have become acquainted with the art of handling people.

A general academic course is also beneficial to a welfare secretary. This should include courses in the English language, modern history, biology, chemistry, personal and public hygiene, economics,elementary psychology, politics and sociology. To this should be added a mastery of as many foreign languages as possible, especially French, German and Italian, since a social secretary is compelled to deal with large numbers of people represented by these nationalities.

Of course, specialized training would be valuable. As employers come more and more to define the position to be filled by a social secretary courses should be planned in our higher institutions of learning to meet the need. These courses should include courses in advanced economics, sociology, psychology, history, and biology, and perhaps will include apprenticeship work in the industry in which the student is to serve as social secretary.

IV. Illustrations of Welfare Work.

I will devote the remainder of this paper to briefly describing the work of a few of the forms in which welfare work is carried on on a comparatively large scale. I have chosen only one example of this work in England, France, and Germany, but since we are more interested in what is being done in our own country, I will give four or five examples from the United States.

As an example of what is being done along this line by English manufacturers, I will describe the welfare work carried on by the Lever Brothers, Soap Manufacturers at Port Sunlight, England.[1] In 1887 the company bought one hundred and seventy-four acres of ground on a branch of the Mercy River, about three miles from Berkenhead, to which place they moved their soap factory. At the present time the works cover about fifty-five acres, while the rest of the land is devoted to the village of Port Sunlight and to the use of the company's employes. Here the company has established an industrial community in which welfare work is conducted on a large scale. The company has erected nearly five hundred cottages which it rents to the employes at extremely low rents. The company maintains a park centrally located in the village, and on one side of which is a large recreation ground for the use of employes and their families. A kindergarten and elementary school is supported by the firm. The company has built and maintains an auditorium, a lecture hall, a library, a girls' hall, a museum, a hospital for the use of any member of the community, while within the factory proper it maintains a dining room for the use of

---

1. George, W. L., Labor and Housing at Port Sunlight, p. 218

employes, where dinner may be gotten for from two pence to six pence. Every Thursday evening in winter an entertainment of some sort is given while concerts or lectures are scheduled for every Sunday night. The factory conditions are admirable. Care is taken to secure cleanliness, order and safety. Spacious room is provided in which to work. Medical inspection is given all employes. The hours of labor and wages are those set by the unions. Provision is made for a suggestion box in which the employes may drop suggestions for improvement along any line. The company pays for each suggestion accepted. Each year the firm gives several scholarships to higher schools to both boys and girls who show possibilities of greater development. Compulsory evening continuation schools are maintained at the expense of the company.

The store of the Bon Marche conducted for many years by Madame Boncicault illustrates what some French employers are undertaking.[1] Although France is the home of "Profit-Sharing" yet something is being done in the name of Welfare work. This company maintains large, handsome dining rooms where every noon the employes receive their lunch free of charge. Several thousand people collect in these dining rooms -- one for the men, one for the women -- daily and there are served with meat, vegetables, dessert and a bottle of wine or beer. Special provision is made for women employes having no families in Paris. There is a special annex to the store provided for by the company where these women may live. The company maintains a rest room in which is reading matter, small library, piano, games and other forms of amusements. A store physician gives free consultations daily. Free lessons in foreign

1. Goss, M. L., Welfare Work By Corporations, page 9.

languages and commercial subjects are given. A provident fund, partaking the nature of profit-sharing is also maintained by the company.

The Kempf Steel Company give us an idea of what some German employers are doing in welfare work.[1] However, in Germany welfare work takes more of a paternalistic nature than in any other country. Industrial housing and industrial communities have received much encouragement in Germany. According to the theory of the managers of the Krupp industry it is not advisable for the workmen to own their own homes, it is better for the firm to own them, their rules of order and cleanliness can be enforced. The company supports schools for the free use of the employes and their children. Industrial training of girls is stressed and the Krupp's housekeeping school is a notable success. The firm also maintains casinos and gymnasiums, supply stores, hospitals, eating houses and bath houses, libraries, study rooms, apprenticeship schools, doctors, nurses, as well as systems of insurance, pensions, et cetera not purely welfare work.

One of the examples I have chosen as illustrative of conditions in the United States is welfare work in the clothing trade. I have chosen this especially because conditions in the clothing trade are ordinarily supposed to be very bad. Of course the establishment I will describe is rather the exception than the rule, but it illustrates what is possible and what can be done in this trade.

---

1. Gilman, N. P., Dividend to Labor, Pages 64-75.

This is a factory in New York City manufacturing ready-to-wear garments for women.[1] The factory is eleven stories high with excellent ventilation and lighting systems. Fire escapes and fire extinguishers are amply provided on each floor. The toilet arrangements are modern, basins of white enamel are used instead of wooden basins. Fresh soap and towels are supplied daily. All drinking water is filtered. Labor-saving devices are employed and chairs furnished to the workers. A small but fine emergency hospital in charge of a trained nurse is maintained in the factory. Large comfortable lunchrooms are furnished where sufficient lunch may be gotten for a nominal charge. A branch of the city library is maintained in the factory. The company provides a suggestion box where suggestions may be offered concerning any phase of the business. Any suggestion accepted is paid for by the company. The company hangs placards in conspicuous places suggesting rules of health and right living. Entertainments are given at various times during the year and everything possible is being done to make the workers happy and contented.

The telephone industry in the United States is one affecting a large number of employes. Since the quality of the service rendered depends so largely upon the physical and mental condition of the employes welfare work was early introduced into this industry until now it has one of the most comprenensive systems of welfare work in the United States.[2]

---

1. Woman's Department, National Civic Federation, Publication,- Welfare Work -- Clothing Manufacturers, page 9

2. Welfare Work in Behalf of Telephone Operators, p. 16, American Telephone Company Publication.

The switchboard equipment has been designed with special reference to the comfort and convenience of the telephone operator. The proper kinds of chairs and appropriate foot rests have been worked out and introduced into exchange offices. Special attention has been given to light, heat, and ventilation in these offices. Rest rooms, with competent matrons in charge, have been opened by the company, dormitories are also maintained in some cities, while hospital arrangements and restaurants are almost universally maintained in the larger cities. The rest rooms are provided with a piano, magazines, books, games and here entertainments, lectures and other social activities are held. Physical examinations are required and medical services rendered. In the cities also ~~the cities also~~ the company maintains an operators' school where the employes receive instruction in various lines of work.

The International Harvester Company is a firm that is doing much for the welfare of its employes.[1] In Chicago large club houses have been built and equipped for the use of employes. These club houses are managed by committees elected from the factory by the men, the company placing the properties at their disposal without charges for use, heat or light. Within the clubhouses are libraries, classrooms, billiard tables and bowling alleys, shooting gallaries and gymansium apparatus, dining rooms and shower baths and an auditorium which may serve for a lecture room, a moving picture show or a dance. The company maintains smaller clubrooms in smaller cities where the corporation has a factory located. These are similar to the ones in the larger

1. Goss, M. L., Welfare Work by Corporations, page 27 ff.

cities.

Perhaps the company that is trying welfare work on the largest scale is the United States Steel Corporation. It has developed quite extensively the industrial community idea and maintains several industrial communities in connection with several of its plants. However, aside from this it is going much in the line of welfare work.[1] Safety appliances of all kinds are installed by the company, and safety-first campaigns are carried on continually. Besides safety devices in the mill buildings upon all machinery, there are numerous devices in use throughout the shops for the protection of workmen. All exposed belts and gearing on laths, coring mills, milling machines, planers, shapers and all other machines are suitably covered with metal guards. Careful attention is given to the condition of all shop tools. As soon as a tool becomes defective or in any way dangerous to use, it is sent to the repair shop to be put in proper condition.

The company also furnishes its employes with hospital service. At some of its plants it maintains its own hospitals, while in some of the cities where plants are located it furnishes hospital service through the city hospitals. All cases of injury no matter how trivial are sent to the emergency hospital where treatment is given by competent physicians or nurses. If the injury is serious then the victim is transferred as quickly as

---

1. United States Steel Corporation Bureau of Safety, Sanitation and Welfare, Bulletin No. 5.

possible to the hospital proper.

The company has given special attention to fifty problems of sanitation. General specification covering the sanitary requirements of drinking fountains have been prepared by the welfare committee and are followed by all companies in new installations. The principal requirement is that they shall be so designed as to render it impossible for a person to touch his lips to the outlet for water while drinking. Special requirements are made as to the collection and disposal of garbage while every precaution is taken to eliminate flies from the mills and shops. Specifications covering the general sanitary requirements for wash and locker rooms have been prepared by the committee, and are followed by all companies in new construction or in making alterations in old construction. Besides these the committee is now giving its attention to problems of lighting, heating and ventilation.

The company also conducts in connection with its mills and shops, restaurants and lunch rooms, In the larger mills the restaurants are separate from the mill, while the smaller shop, the lunch rooms are in the shop buildings proper. Here good food is served at a nominal charge. The employes, if they prefer, may bring their lunch from home and eat it in the lunch rooms.

Many of the subsidiary companies have gone into the problem of housing for employes. Industrial communities have been built up in places removed from towns or cities. Since this is not a welfare problem I will not go into it.

District or visiting nurses are employed by the mining companies in a number of mining sections as well as by a number of the manufacturing companies. Usually these nurses are under the direction of the local company physician or plant manager; but in some cases they are under the direction of the city visiting nurse association. Their duties are to visit the homes of the employes, especially where there is sickness, to render such aid as will add to the comfort and welfare of the families and to give instruction in the care and feeding of infants. They explain the proper preparation of food and advise in the matter of economical purchasing besides giving lessons in cleanliness, and the benefits to be secured from fresh air and sunshine.

One of the big things the company is doing for its employes is in the matter of recreation. More than one hundred and twenty-five children's Playgrounds have been installed by the various subsidiary companies. These are equipped and maintained at the expense of the company. Competent instructors employed by the companies are in charge of the playgrounds. The total average daily attendance of children at these playgrounds during the summer months of 1914 was 16,619.

Besides playgrounds many of the subsidiary companies maintain club houses for their employes and families. These are equipped with dormitories, reading rooms, libraries. gymnasiums, swimming pools, baths, auditoriums, dance halls, billiard and pool rooms, bowling alleys, motion pictures, concerts, lectures, smokers, musicals, et cetera. Outdoor games are encouraged and ball teams organized. Celebrations and picnics of all sorts are provided for.

Musical organizations and entertainments are encouraged.

The company is also doing much in educational lines. Day schools, night schools, special trade schools are maintained by the company in which foreign languages, English, Algebra, Geometry, Physics, Drawing, et cetera are taught. In addition to these schools salesman and graduate schools are supported by some of the companies.

These are only a few of the many establishments in all countries that are trying the experiment of welfare work. Every year assures greater success and puts the project on a more stable basis. The direct results are conditions conducive to the health happiness and advancement of the laboring classes. The business benefits come indirectly but surely. It cannot be otherwise for the working power of an organizati n is dependent in the last analysis upon the physical condition and spirit of the individuals of that organization.

BIBLIOGRAPHY.

Welfare Work In Industry.

Brisco, N. A., Economics of Efficiency, New York, Macmillan, 1914

Cleveland, Chamber of Commerce, Report on Welfare Work in Cleveland, Cleveland Chamber of Commerce, 1908

Collins, J. H., Art of Handling Men, Philadelphia, Altemus, 1910

Gilbreth, Mrs. M. L., Psychology of Management, New York, Sturgis, 1914

Gilman, N. P., Dividend to Labor, Boston, Houghton, 1899

Goss, M. L., Welfare Work By Corporations, Philadelphia, American Baptist Publication Society, 1911

National Civic Federation, Welfare Departments, pamphlets

Price, G. M., Modern Factory, New York, Wiley, 1914

Tolman, W. H., Social Engineering, New York, McGraw, 1909

George, W. L., Labor and Housing at Port Sunlight, London, Rivers, 1909

United States Steel Corporation, Welfare Bureau, Bulletin No. 5